Data-driven Decision Making

Department of Children and Family Services:

Office of Strategy Management

Bureau of Information Services

Background

- □ Objective:
    - Strengthen departmental data collection and analysis infrastructure so that the data can be used to enhance strategic & operational decision-making throughout the department

- □ Strategy:
    - Develop department data dashboard and business processes that guide how to use the dashboard up, down, and across the organization
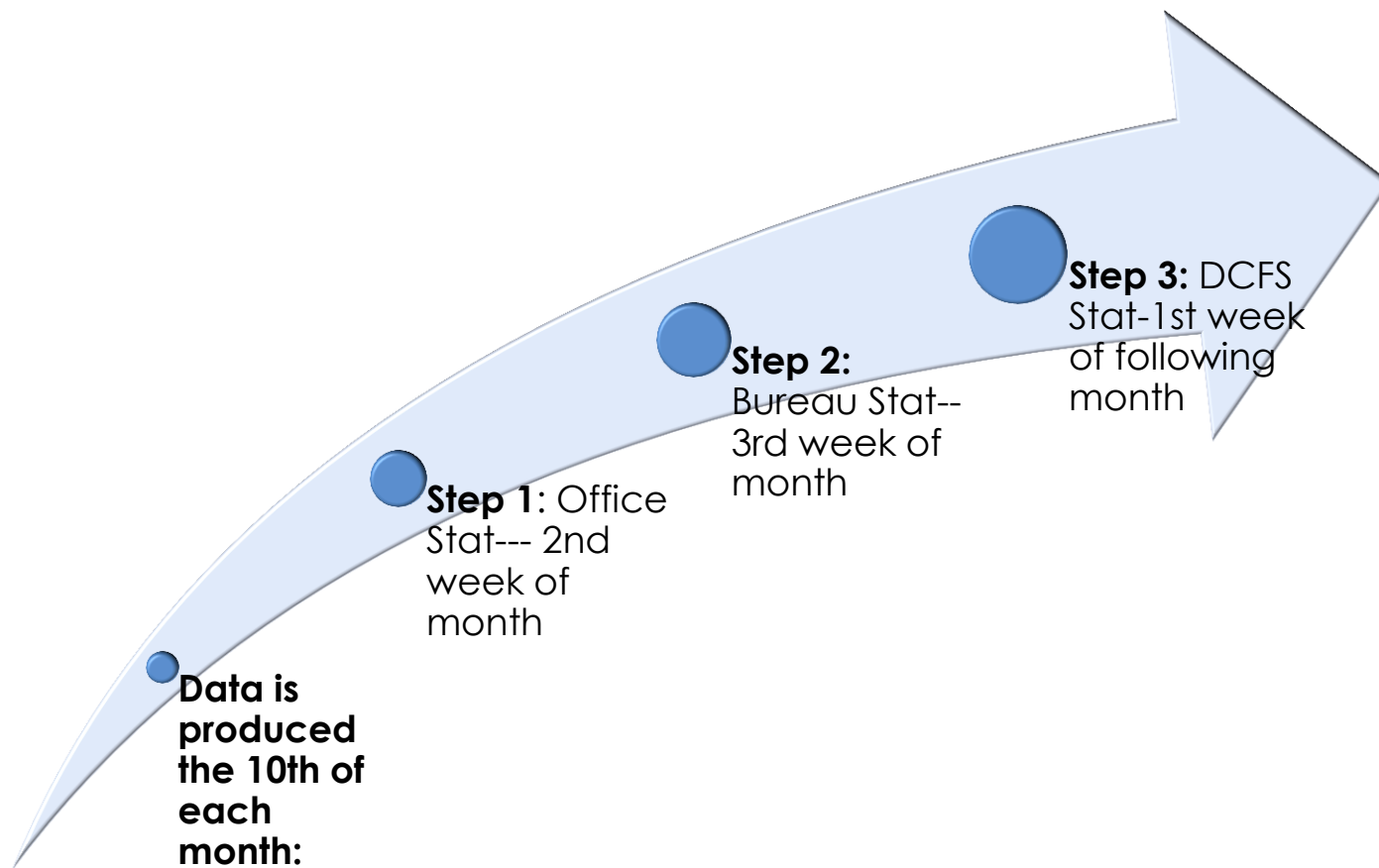
- □ Why the need:
    - DCFS is data rich, yet needs to identify a common set of priority data that all administrative and regional offices analyze, discuss, and act upon

    - DCFS needs to enhance its ability to spot data trends, and make adjustments to policy and practice in real time
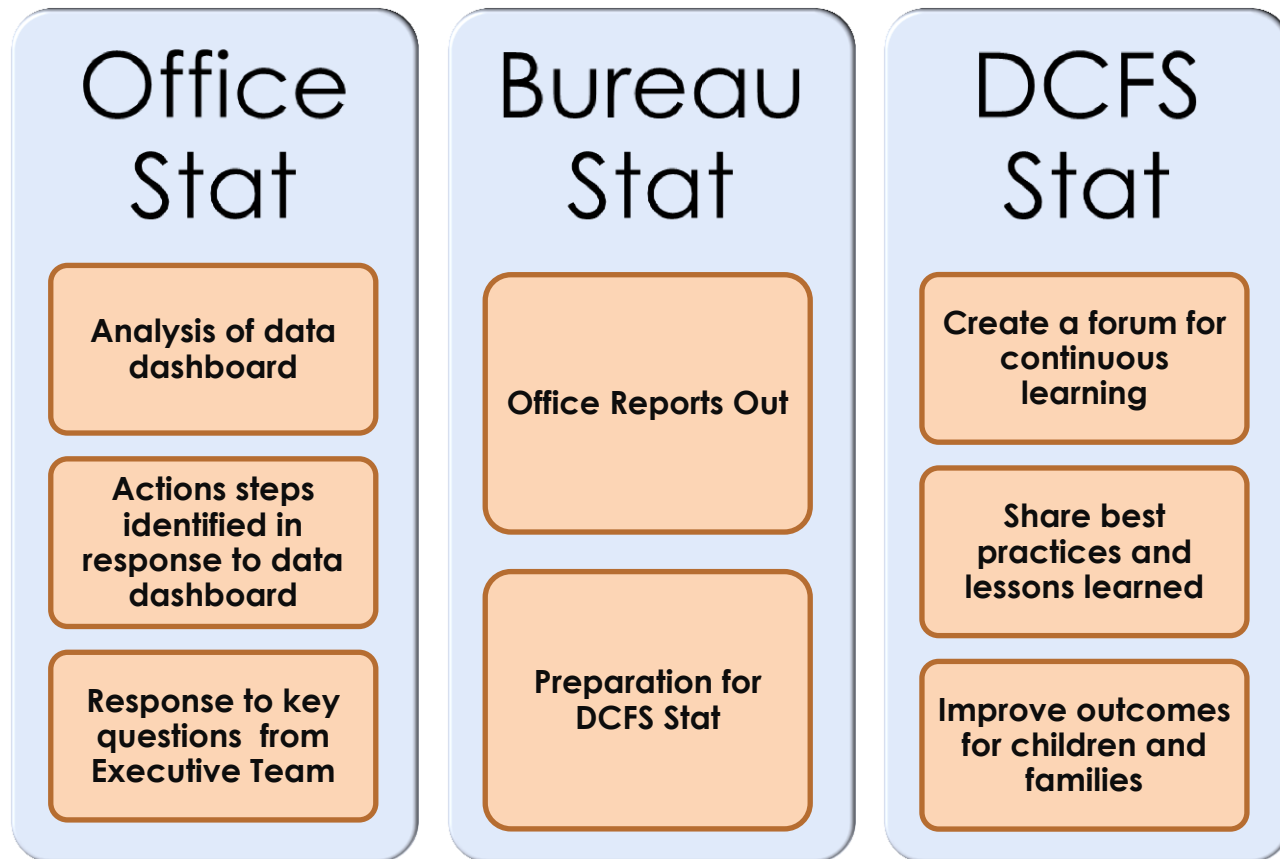
Guiding Principles

1. **Create a continuous learning environment.**

2. **Process must include the rigor to know the story behind the data. Numbers alone are not sufficient.**

3. **Requires willingness to learn, grow and change.**

4. **Divisions and regions must be unified, and address data cohesively.**

5. **Senior managers should advocate for the children, families, and communities their offices or divisions are responsible for serving.**

6. **Data should be transparent and shared with internal and external stakeholders.**

7. **Accountability: Expectation to know your data, be prepared to explain and take action, and demonstrate active follow through.**

8. **Requires not just point in time data, but trend data.**

Business process sequence

Step 3: DCFS Stat-1st week of following month

Step 2: Bureau Stat--3rd week of month

Step 1: Office Stat--- 2nd week of month

Data is produced the 10th of each month:

Business Process: Desired Results

Office Stat

- Analysis of data dashboard
- Actions steps identified in response to data dashboard
- Response to key questions from Executive Team

Bureau Stat

- Office Reports Out
- Preparation for DCFS Stat

DCFS Stat

- Create a forum for continuous learning
- Share best practices and lessons learned
- Improve outcomes for children and families

Dashboard

Drill Down

Safety Outcomes	Permanency Outcomes	Well-Being Outcomes
Dept	Dept	Dept
Bureau	Bureau	Bureau
SPA	SPA	SPA
Office	Office	Office
Section	Section	Section
Unit	Unit	Unit
Worker	Worker	Worker

Link to additional measures needed to understand what is driving the outcomes

Report	Report	Report
Report	Report	Report
Report	Report	Report

Draft Indicators

■ **Safety**

1) No Recurrence of Maltreatment
2) No Maltreatment in Foster Care; In-home
3) Timely Response (front and back-end)
4) Timely Contacts
5) Timely Disposition

Draft Indicators (Con't)

◻ **Permanency**

    1) Foster Care Entry (removals)

    2) Time to Permanency (entry cohort)

    3) Median Days in Care

    4) Permanency Status at Foster Care Exits (exit cohort)

    5) Children in Care for Two Years or More Who Move to Permanency

    6) Re-Entry

Draft Indicators (Con't)

- **Well-Being**
  1) Social Well-being
     - Timely Family Visitation (pending data)
     - Placement with Relatives
     - Sibling Placement
  2) Emotional Well-being
     - Mental Health, Referral Screening and Service Linkage
  3) Medical and Dental Health
  4) Self Sufficiency
     - Educational and Workforce Readiness (pending data)